MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2017/2018

BMG1614 – MANAGEMENT

(B01)

6TH MARCH 2018
9:00AM – 12:00NOON
(3 HOURS)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **4 pages** (exclusive of cover page) only.

2. **Answer ALL FIVE (5) questions.** All questions carry equal marks and the distribution of the marks for each question is given.

3. Please provide **all your answers** in the Answer Booklet provided.

INSTRUCTIONS: Answer ALL FIVE (5) questions.

QUESTION 1 (20 MARKS)

ASEAN is experiencing rapid changes and Malaysia is believed to be on the "main wave" of the transformation process. Part of the evidence for this is the country's rank in the recent Global Competitiveness Index report, which has shown some encouraging numbers in recent years. For two years in a row, Malaysia has ranked 17th among nations worldwide in the "innovation" pillar, and has done a high jump in the "technological readiness" pillar, going to 47th from 60th the year before.

During a lecture by Prime Minister Datuk Seri Najib Razak at the recent meeting of the Global Science and Innovation Advisory Council (GSIAC) in London, he said: "Our achievements have been based on three solid, inter-related principles: innovation, sustainability and inclusivity".

In ASEAN, we face similar challenges and are endowed with the same potentials, such as ample natural resources, a huge young workforce, and steady economic growth. Today, however, we are witnessing the difficult impact caused by a global commodity slump. Malaysia and the rest of Southeast Asia have suffered the same economic drawback due to the commodity decline and each must find its own way to survive and get back on track. Clearly, innovation and technology capabilities play a key role, where engineers and scientists are among the most valuable human capital in a nation — a key driver of national development.

Resources are there. The human capital is ready. The government is willing and able. Relative to other Asean countries, Malaysia is considered to be a step ahead in terms of innovation and technology development.

(*Excerpts from: http://www.nst.com.my/news/2016/06/155239/challenges-4th-industrial-revolution*)

(a) Referring and using relevant information and examples from the above article, identify and explain the management functions in the context of "The Process of Management".

(12 marks)

(b) Rapid technological development requires managers to have different skills at the different levels of management.
Describe the three main types of managerial skills and explain which skills are most important to each level of management, and why?

(8 marks)

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QUESTION 2 (20 MARKS)

Though there are 1,600 employees at its Glendale headquarters, the key to keeping Dreamworks' employees creative is to have them work small teams - no group of workers includes more than six or seven people. "*In our physical environment, all our space is built around these small groups*," says Dan Satterthwaite, Head of Human Resource. "*We have pods of four and six people called four and six packs.*"

Another part of the indoor office equation is the location of management - far enough away from the creatives so they do not feel as though they are hovering, but close enough that they can keep the 350-person machine well oiled.

There is free breakfast, lunch, and snacks at various commissaries, and there are game rooms replete with typical tech company goodies like foosball and ping-pong. But the company also has 15 art galleries where employees can show their work, often work that has nothing to do with their day jobs. Dreamworks offers art classes that any of their staff can take.

The outdoor part of the office is a sort of manufactured idyll, with a man-made river that runs right through the Glendale campus. "*Because of the work that we do, for the vast majority of our employees, it gets very intense and they need to be sitting by computers for 10 to 12 hours a day*," Satterthwaite explains. "*There needs to be decompression.*" In addition, lunchtime fitness and exercise classes are also available to employees.

Beyond the physical part of Dreamworks' headquarters, Satterthwaite believes that the key to the company's creative success is that it is an environment where people are not afraid to fail. "*We are as open with our successes as we are our failures, and we're constantly doing postmortems*," Satterthwaite says. "*Nobody loses their job over it. It allows everybody to learn in a way more productive way.*"[1]

(a) To be an effective manager, one has to know and understands that his/her subordinates come from different walks of life, and therefore behaves differently. In the organization, they work together, thus displaying its unique corporate culture.
Identify and explain each of the FOUR (4) types of corporate culture. Please use relevant examples from the above article.

(12 marks)

(b) Justify the type of corporate culture practised by Dreamworks.

(8 marks)

Continued...

[1] http://www.fastcocreate.com/1682550/the-animated-workplace-dreamworks-six-pack-approach-to-building-a-culture-of-creativity

QUESTION 3 (20 MARKS)

(a) Last July, a disgruntled cook at an established restaurant chain posted a video to YouTube documenting the company's alleged unhygienic practices. The clip quickly went viral, damaging the firm's reputation in the process. The chef claimed he had tried to notify management of his concerns, but received no response. So he turned to the Internet.[2]

You are the supervising manager of this "disgruntled cook". Demonstrate how you would manage this ethical dilemma from the practical ethical decision making and leadership approach – Use the four types of Ethical Manager Behavior.

(12 marks)

(b) *"Satisficing simply means to not be obsess about trying to maximise every single task, outcome and ROI"*[3]

Support the above statement – that satisficing SHOULD BE acceptable in today's management.

(8 marks)

QUESTION 4 (20 MARKS)

(a) White Forest Financials is a small investment firm, operating in an extremely volatile environment. One of the company's two owners, David White, is of the opinion that it would be futile for the company to engage in formal planning as the business environment is constantly shifting. However, the co-owner, Marsha Forest, believes that planning is essential for the company's success.

Who would you support? Why?

(10 marks)

(b) Discuss the THREE (3) different decision-making conditions that managers usually face.

(10 marks)

Continued...

[2] http://www.strategy-business.com/blog/Using-Social-Media-for-Your-Companys-Good?gko=1950f
[3] http://99u.com/articles/21757/satisficing-how-overachievers-stay-sane-and-avoid-burn-out

QUESTION 5 (20 MARKS)

(a) As manager of a large team of engineers, you notice that your team is falling short of its goals primarily because several team members are either not motivated to put in their best or are downright dissatisfied with their jobs.

You have decided to follow Herzberg's two-factor theory to motivate your employees. What steps can you take to maximize motivation?

(10 marks)

(b) Managers hope they'll never have to deal with employee drug abuse, but the fact is that it does happen. In this case, Amber, an administrative assistant started out well, but began to adopt strange and inconsistent behavior. Her work was maintained pretty well, but she began arriving late and calling in sick often, especially right around the time she got paid. She began borrowing and failing to repay money, and then started showing a short temper on the phone with customers. After being found in the ladies room sniffing white powder, she was confronted about a cocaine problem, and reacted by quitting immediately, leaving a hole in the organization for months before a replacement could be found and replaced. Experts believe the employer's actions were wrong, waiting too long to confront Amber, and focusing on accusations instead of criticizing behavior directly related to work, such as lateness and rudeness to clients. They also point out that Amber should have been sent in for a drug test before being outright accused of using cocaine, opening up the opportunity for rehabilitation instead of a severed tie.

Identify and explain the different directions of communication flow within an organization and how it could be appropriately used as workplace communication to handle the above situation.

(10 marks)

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